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IAS 158/73
10 October 1973

MEMORANDUM FOR: Chief, DDI Planning Staff

SUBJECT : Imagery Analysis Service Objectives: FY 74-76

PRODUCTION OBJECTIVES

1. To satisfy the requirements of CIA production offices and the DDO for high quality, timely and detailed imagery analysis.

Means of Measurement

a. At the end of each reporting period compare the number of requirements received with the number completed within the requested due date.

b. For the same reporting period assess the degree of consumer satisfaction with our product based on feedback as available.

2. Reduce the cost of imagery assimilation and other non-production related tasks.

Means of Measurement

Using data from the IAS management information system, compare present amount of time spent on assimilation and other non-production related tasks with that of previous reporting period to determine if it increased or decreased.

3. To assist the production offices of the DDI and DDS&T in completing preliminary assessments of significant intelligence finds within [redacted] final receipt of film from each mission. 25X1

Means of Measurement

For each reporting period assess the actual time expended between final receipt of film in IAS and the preparation of preliminary assessments.

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4. To satisfy the National Tasking Plan requirements for basic imagery analysis reports on non-military industries, [redacted] 25X1

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Means of Measurement

a. At the end of the reporting period compare the number of requirements programmed with those actually completed.

b. Determine the actual amount of imagery analysis resources expended for the reporting period.

5. To develop and implement with our consumers in FY 74 new imagery analysis applications, with special emphasis on such subjects as [redacted] 25X1

25X1 [redacted] command analysis, and economic intelligence, and such programs as CIA collection and operations, and new imagery collection systems.

Means of Measurement

a. At the end of FY 74 determine what new applications were actually developed and implemented for imagery analysis in each listed category, describing progressive steps and highlighting both successes and problems as appropriate.

b. Assess their significance in terms of actual intelligence use.

PRODUCT IMPROVEMENT OBJECTIVE

6. To improve the efficiency and sophistication of imagery analysis, by using up to ten percent of our imagery analysis resources to develop new analytical and reporting methods.

Means of Measurement

a. At the end of each reporting period determine what, if any, new analytical and reporting methods have been developed and implemented, describing progress and problems encountered.

b. Determine for this same time period the actual amount of time expended on this effort.

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RESOURCE AND MANAGEMENT OBJECTIVES

7. To develop in FY 74 and implement in FY 75 a plan agreed upon by IAS and its consumers that will allow for periodic evaluation of current and projected tasking.

Means of Measurement

a. At the end of FY 74 determine whether or not a periodic evaluation system has been developed with each of our customers.

b. At the end of FY 75 judge whether or not the system has been implemented and is functioning satisfactorily.

8. To implement MBO as a fully integrated management system in IAS down through division level in FY 74 and branch level in FY 75.

Means of Measurement

a. At the end of FY 74 determine whether IAS divisions have solid production and improvement objectives and are operating effectively against them.

b. At the end of FY 75 determine whether or not IAS branches have similar objectives and are operating effectively against them.

9. To develop and implement in FY 74 a new, automated management information system which will provide timely and accurate information on our production efforts.

Means of Measurement

a. At the end of FY 74 describe progress toward implementation of a new management information system.

b. Evaluate the effectiveness of the system in meeting IAS requirements in terms of timeliness, accuracy and types of information available.

10. To identify, procure and maintain technical imagery exploitation equipment necessary for IAS to perform its imagery analysis tasks.

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Means of Measurement

a. At the end of each reporting period compare projected exploitation equipment needs with actual needs.

b. Ascertain the success in procuring the needed equipment.

c. Evaluate the equipment maintenance program in terms of equipment "down" time and its effect on imagery analysis production.

11. To attain the manning levels and professional skills necessary to accomplish our mission as determined by an annual survey of manpower requirements.

Means of Measurement

a. At the end of each reporting period, compare our projected personnel needs with actual personnel needs.

b. Determine our success in recruiting against the projected needs.

c. Compare the projected training program with actual training accomplished.

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GEORGE W. ALLEN
Director
Imagery Analysis Service

Distribution:
Orig & 1 - Addressee
1 - ODir/IAS

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THE IMAGERY ANALYSIS SERVICE

Background. On 6 February 1967 the Central Intelligence Agency established the Imagery Analysis Service as its departmental imagery analysis organization, separate and distinct from the National Photographic Interpretation Center (NPIC) of which it was formerly an integral part. This new organization was initially set up as a staff under the Directorate of Intelligence, but on 28 July 1967 it was renamed the Imagery Analysis Service (IAS), and became one of the nine operating components of the DDI. The Director of IAS reports directly to the Deputy Director for Intelligence.

Mission. The Imagery Analysis Service is responsible for analyzing photography and other imagery in response to the special needs of the Central Intelligence Agency. It supplements the interagency imagery analysis program in which NPIC and the other P.I. organizations of the intelligence community participate. IAS also makes a small contribution to the interagency program.

Most of IAS' work is performed for the production offices of the Intelligence Directorate and the Scientific and Technology Directorate. It supports their projects and studies, assists in the preliminary assessment of the intelligence content of newly-collected imagery, makes independent evaluations of imagery on critical intelligence questions, and develops and tests hypotheses and new exploitation techniques. IAS also provides support to the Operations Directorate and provides assistance to their overseas activities when required.

Products. IAS responds to CIA requests for imagery analysis in a variety of ways: by producing Imagery Analysis Reports (IAR's), Imagery Analysis Memoranda (IAM's), and Interoffice Memoranda (IOM's). Imagery Analysis Service Notes are published on substantive matters for Agency middle management, and Imagery Research Aids are published on new analytical techniques for other imagery interpretation organizations. Using the secure telephone systems, we also respond verbally to many requests for information.

IAS contributions to the interagency program take the form of detailed basic reports on non-military industries. The primary responsibility for third phase (detailed) reporting on these industries is assigned to IAS under the National Tasking Plan.

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Collocated with NPIC, IAS utilizes a number of services provided by the Center including photo and report reproduction, computer, ADP, library, and research services.

Personnel. IAS, a relatively small organization, has an authorized strength of [redacted] are working level analysts. [redacted] persons provide specialized operational services [redacted] are management support personnel. Most IAS analytical personnel were recruited from universities throughout the U.S. but some have come from the military and other agency components. Although many of these analysts have degrees in the disciplines traditionally associated with photo-interpretation, that is, the earth sciences, many other fields of the arts, sciences, and engineering are well represented in IAS.

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All new imagery analysts learn the basics of their profession in the Defense Sensor Interpretation and Application Program, which is followed by a period of on-the-job training in one of the four substantive divisions of IAS. Depending on the individual and the complexity of his field of specialization (missiles, nuclear energy, naval order-of-battle, etc.), it takes [redacted] training overall for the new analyst to become fully productive.

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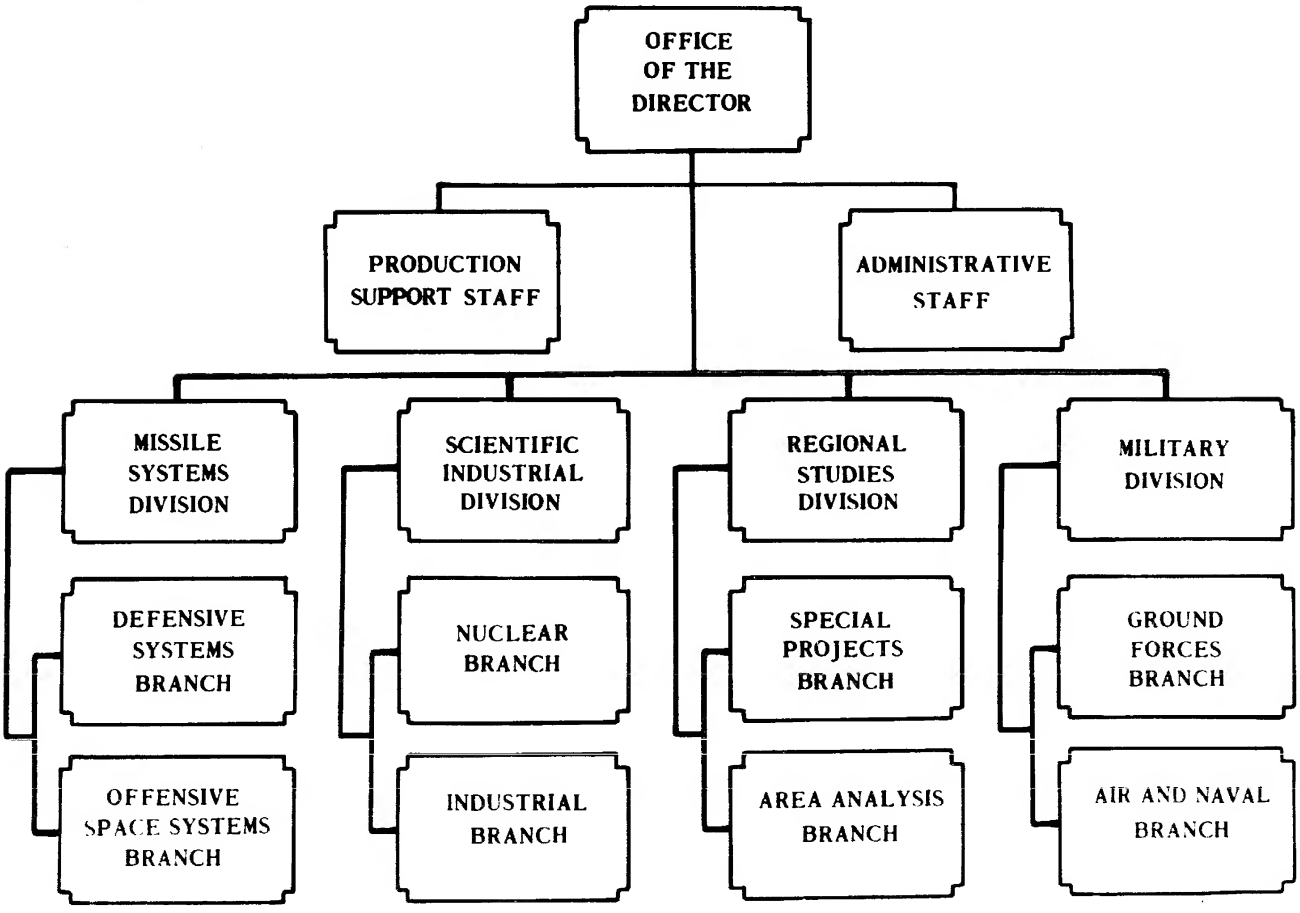
IMAGERY ANALYSIS SERVICE



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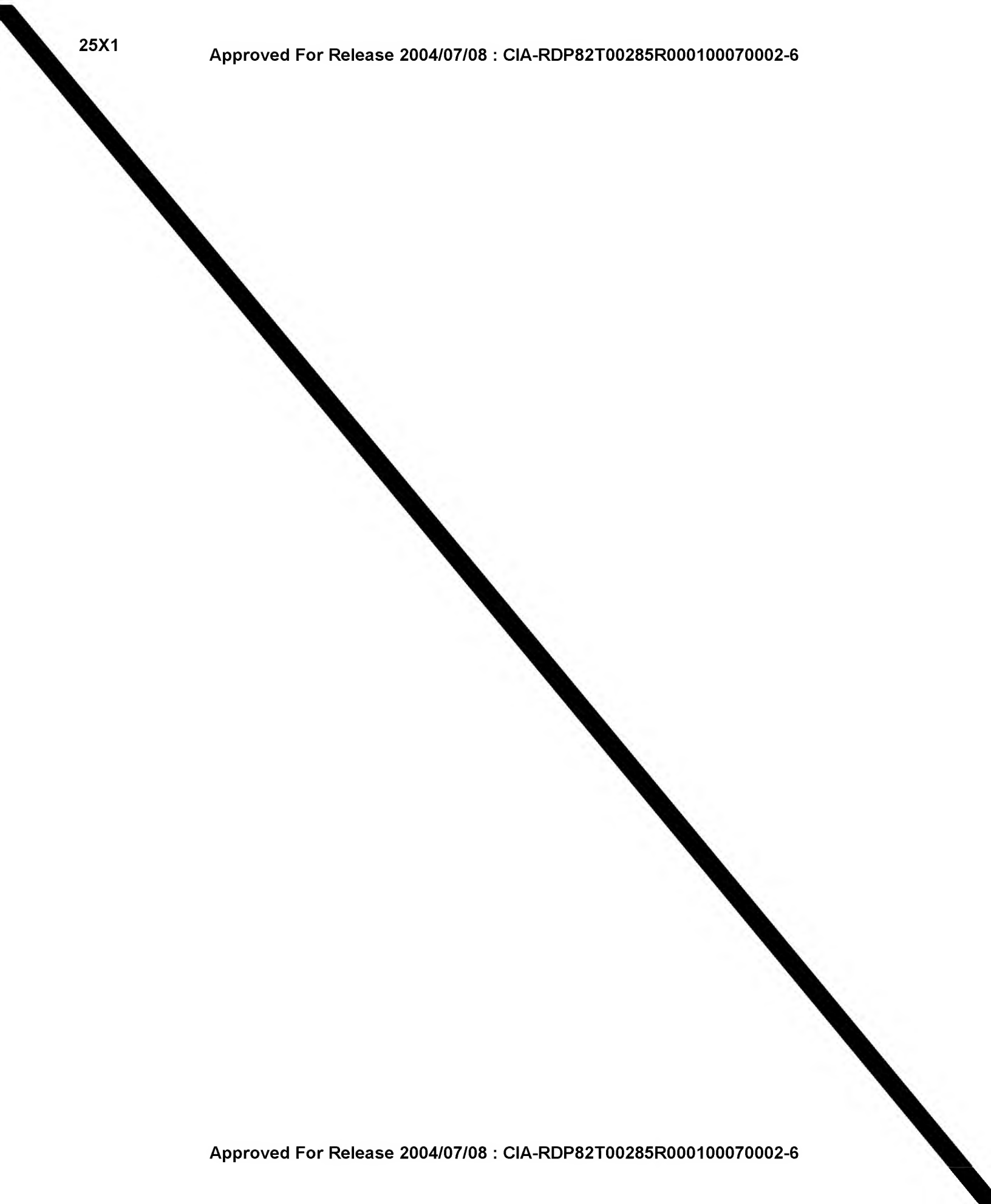

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